

Site Visit Issue Worksheet – *BEFORE SITE VISIT*

Application Number #G-ORB Priority H (High, Medium, Low) Examiner Initials ABC

Item Ref: 5.2-3 Issue: **Approach.** Clarify how training and education efforts are evaluated and how the results are used to improve individual development, training programs, or organizational processes.
(see also 7.4-3)

This worksheet explores an issue requiring verification and/or clarification at the site visit.

Consensus Evaluation: *Strength* + ++ *Opportunity for Improvement* – X – – Not originally evaluated
Strategy (What information do you need, and how do you intend to obtain it, e.g., persons to interview, questions to ask, specific documents to review and for what purpose, and observations to make?):

Interviews:

TBD (Category 5 leader), Jenn Austen (VP, Human Resources), Denise Horowitz (Development and Learning)

Questions to ask:

- You provide a variety of training to your associates. How do you evaluate the various training offerings?
- [If evaluation methods are described...] How do you use the results of these evaluations to improve the training programs and individual development? Can you provide some specific examples?

Meeting with the Development and Learning (D&L) team:

- How do you evaluate the effectiveness of the development and learning offerings provided to the organization?
- Can you provide some specific examples of improvements that you have made to specific training programs and to the overall approach to development and learning at G-ORB that resulted from previous evaluations of training effectiveness?

Walk-around questions:

- [All] Have you attended any training in the past year? [If yes...] What was it? How did it relate to what's important to the organization? Were you asked to provide any feedback? [If yes...] Can you describe the feedback? Do you know how it is used?
- [Supervisors and managers] Have any of your associates attended training in the past year? [If yes...] What was it? How did it relate to organizational objectives? How do you know it was effective?

Documents to review:

- Documentation of any evaluation methods and/or evaluation forms.

Observations to make:

- **Is there evidence that development and learning approaches are evaluated for effectiveness – both specific training programs as well as the overall approach to organizational learning? (Key managers can describe it; the D&L Team describes the process; and related documents are available and in use.) See also SVI 7.4-2.**
- **If yes, is there evidence that the feedback is used to drive improvements to individual training programs as well as to the overall approach to organizational learning? (Specific examples are given and multiple references to it are made during interviews and walk-around questions.) See also SVI 7.4-2.**
- **If yes, is there evidence that the evaluation and improvement process is systematic and extends across all areas of development and learning? See also SVI 7.4-2.**

Findings (Observations, specific answers, and/or updated results):

Conclusions (What is the resolution of this site visit issue based on your findings?):

Effect of Findings/Conclusions on Score: raise no effect lower

(If more than one finding, put “” next to the most important one for the score change.)*

Site Visit Issue Worksheet

Site Visit Issue Worksheet – *BEFORE SITE VISIT*

Application Number #G-ORB Priority M (High, Medium, Low) Examiner Initials ABC
Item Ref: 7.4-2 Issue: **Results.** Clarify whether any results are available to demonstrate training effectiveness.

This worksheet explores an issue requiring verification and/or clarification at the site visit.

Consensus Evaluation: *Strength* + ++ *Opportunity for Improvement* – X – – Not originally evaluated
Strategy (What information do you need, and how do you intend to obtain it, e.g., persons to interview, questions to ask, specific documents to review and for what purpose, and observations to make?):

NOTE: The need to pursue this SVI is dependent on the answers obtained in SVI 5.2-3. If the applicant indicates that no formal evaluation and assessment of training methods are used, this SVI can be closed with the finding that no results are available.

Interviews:

TBD (Category 5 leader), Jenn Austen (VP, Human Resources), Denise Horowitz (Development and Learning), and the Development and Learning (D&L) team:

Questions to ask:

- Do you have any documented results of your various training offerings? How do these demonstrate the effectiveness of your organization's development and learning approaches?
- [If the results show positive trends...] How do you account for this improvement?

Walk-around questions:

- None applicable to this SVI.

Documents to review:

- Results of evaluation methods.

Observations to make:

- What are the results of training effectiveness – levels, trends, and comparisons?
- What is the breadth of coverage for the various training offerings (only a few, most, all)?
- How do the results of training effectiveness relate to the strategic objectives of the organization?

Findings (Observations, specific answers, and/or updated results):

Conclusions (What is the resolution of this site visit issue based on your findings?):

Effect of Findings/Conclusions on Score: raise no effect lower

(If more than one finding, put "*" next to the most important one for the score change.)

Site Visit Issue Worksheet

Site Visit Issue Worksheet – *AFTER THE ON-SITE PHASE*

Application Number #G-ORB Priority H (High, Medium, Low) Examiner Initials ABC

Item Ref: 5.2-3 [5.2a(3)] Issue: **Approach.** Clarify how training and education efforts are evaluated and how the results are used to improve individual development, training programs, or organizational processes.
(see also 7.4-3)

This worksheet explores an issue requiring verification and/or clarification at the site visit.

Consensus Evaluation: *Strength* + ++ *Opportunity for Improvement* – X – – Not originally evaluated
Strategy (What information do you need, and how do you intend to obtain it, e.g., persons to interview, questions to ask, specific documents to review and for what purpose, and observations to make?):

Interviews:

TBD (Category 5 leader), Jenn Austen (VP, Human Resources), Denise Horowitz (Development and Learning)

Questions to ask:

- You provide a variety of training to your associates. How do you evaluate the various training offerings?
- [If evaluation methods are described...] How do you use the results of these evaluations to improve the training programs and individual development? Can you provide some specific examples?

Meeting with the Development and Learning (D&L) team:

- How do you evaluate the effectiveness of the development and learning offerings provided to the organization?
- Please provide us with some specific examples of improvements that you have made to specific training programs and to the overall approach to development and learning at G-ORB that resulted from previous evaluations of training effectiveness.

Walk-around questions:

- [All] Have you attended any training in the past year? [If yes...] What was it? How did it relate to what's important to the organization? Were you asked to provide any feedback? [If yes...] Can you describe the feedback? Do you know how it is used?
- [Supervisors and managers] Have any of your associates attended training in the past year? [If yes...] What was it? How did it relate to organizational objectives? How do you know it was effective?

Documents to review:

- Documentation of any evaluation methods and/or evaluation forms.

Observations to make:

- **Is there evidence that development and learning approaches are evaluated for effectiveness – both specific training programs as well as the overall approach to organizational learning? (Key managers can describe it; the D&L Team describes the process; and related documents are available and in use.) See also SVI 7.4-2.**
- **If yes, is there evidence that the feedback is used to drive improvements to individual training programs as well as to the overall approach to organizational learning? (Specific examples are given and multiple references to it are made during interviews and walk-around questions.) See also SVI 7.4-2.**
- **If yes, is there evidence that the evaluation and improvement process is systematic and extends across all areas of development and learning? See also SVI 7.4-2.**

Findings (Observations, specific answers, and/or updated results):

Interviewed Pat Baker (Category 5 lead), Jenn Austen (VP, Human Resources) and the D&L Team. Denise Horowitz (Development and Learning) was on maternity leave and was unavailable during the site visit. Each described in detail the post-training evaluation process where participants are asked to provide feedback on “what they liked about the training,” “what could be improved in the

training,” “the facilitators’ delivery and expertise,” “whether the delivery options were appropriate,” and general comments.

In addition, multiple associates and managers described their training experiences during the past year and verified that their feedback was solicited. Improvements to specific training programs based on this feedback were demonstrated. Alternative training delivery methods were added as a result of their feedback. The majority of associates cited the training that they received as evidence that company was demonstrating its commitment to the value of “Successful Associates/Successful Teams” with the investment made in training. [See also SVI 1.1-3] Most of the associates also related the training they received to their level of satisfaction with the company. [See also SVI 5.3-4]

However, the 3 higher levels of the Kirkpatrick model that were referenced in application are not yet in use but are being explored by the D&L Team. In addition, the applicant does not have a systematic process for evaluating its approach to overall organizational learning. The D&L Team describes its annual review of training as a “brainstorming session” where potential improvement ideas are shared.

Conclusions (What is the resolution of this site visit issue based on your findings?):

The applicant’s evaluation of training effectiveness is limited to gathering participant feedback at the end of a training program. However, this feedback is regularly used to make modifications to specific training programs.

This confirms the third OFI, although it will be reworded. A “+” Strength will be added to acknowledge the use of post-training evaluation to drive improvement to individual training programs.

Re-worded OFI

Although the applicant gathers participant feedback about specific training programs, it is currently only exploring approaches for assessing the effectiveness of the training evidenced by skills demonstrated on the job and improved business results. Additionally, evaluation methods are limited to specific training programs and do not take into account the overall development and learning strategies and whether they support the organizational needs.

New Strength

The applicant consistently gathers feedback from participants of all of its training programs. Inputs from associates and their supervisors include improvements to the training content and delivery options. This feedback is used to identify changes to the training programs and to expand delivery options. Subsequent feedback is monitored to ensure that issues are satisfactorily addressed.

Effect of Findings/Conclusions on Score: raise X no effect lower

(If more than one finding, put “” next to the most important one for the score change.)*

Site Visit Issue Worksheet

Site Visit Issue Worksheet – *AFTER THE ON-SITE PHASE*

Application Number #G-ORB Priority M (High, Medium, Low) Examiner Initials ABC
Item Ref: 7.4-2 Issue: **Results.** Clarify whether any results are available to demonstrate training effectiveness.

This worksheet explores an issue requiring verification and/or clarification at the site visit.

Consensus Evaluation: *Strength* + ++ *Opportunity for Improvement* – X – – Not originally evaluated
Strategy (What information do you need, and how do you intend to obtain it, e.g., persons to interview, questions to ask, specific documents to review and for what purpose, and observations to make?):

NOTE: The need to pursue this SVI is dependent on the answers obtained in SVI 5.2-3. If the applicant indicates that no formal evaluation and assessment of training methods are used, this SVI can be closed with the finding that no results are available.

Interviews:

TBD (Category 5 leader), Jenn Austen (VP, Human Resources), Denise Horowitz (Development and Learning), and the Development and Learning (D&L) team:

Questions to ask:

- Do you have any documented results of your various training offerings? How do these demonstrate the effectiveness of your organization's development and learning approaches?
- [If the results show positive trends...] How do you account for this improvement?

Walk-around questions:

- None applicable to this SVI.

Documents to review:

- Results of evaluation methods.

Observations to make:

- **What are the results of training effectiveness – levels, trends, and comparisons?**
- **What is the breadth of coverage for the various training offerings (only a few, most, all)?**
- **How do the results of training effectiveness relate to the strategic objectives of the organization?**

Findings (Observations, specific answers, and/or updated results):

Interviewed Pat Baker (Category 5 lead), Jenn Austen (VP, Human Resources) and the D&L Team. Denise Horowitz (Development and Learning) was on maternity leave and was unavailable during the site visit.

Post-training evaluation forms were available for all training programs supported by the applicant. Participants respond to both statements (providing ratings using a 7-point Likert scale on areas such as content, facilitator skill, delivery methods, and overall satisfaction with the training) and open-ended questions. Results are tabulated for each training program. Results were available for at least 3 years (or as long as the training had been offered, if that was less than 3 years). Improvements in ratings were informally correlated with specific improvements made to the training programs as a result of participant feedback. The majority of training program results showed sustained improvement trends with no significant negative performance in any of the results reviewed.

Results are segmented according to associate job type, shift worked, and – in some cases – length of time with the company. Some comparative data are used to assess levels of satisfaction with a particular training program when they are available, typically with training conducted by an outside provider.

However, the applicant has no results that would demonstrate the higher levels of training effectiveness (the Kirkpatrick model). In addition, the applicant does not have results for evaluating its approach to overall organizational learning.

Conclusions (What is the resolution of this site visit issue based on your findings?):

The applicant's results of training effectiveness are limited to those provided by participants at the end of a training program. These results are at generally good levels and show sustained improvement over time.

This confirms the first OFI, although it will be reworded.

Original OFI

While the applicant indicates in Item 5.2 that it uses four levels of evaluation for training and education processes, there are no results for associate learning and development other than number of training hours and percentage of associates receiving training. Without evaluation results, it may be difficult for the applicant to systematically assess the overall effectiveness of its training and development efforts.

Re-worded OFI

Although the applicant has results of participant satisfaction for its individual training programs, it has no results for evaluating the effectiveness of the training on both individual and organizational performance. Without these, the applicant may continue to invest significantly in associate training without achieving the desired results that support the organizational objectives.

Effect of Findings/Conclusions on Score: raise X no effect lower

(If more than one finding, put "" next to the most important one for the score change.)*

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